



MICHIGAN WORKS! SYSTEM

GOVERNANCE AND MINIMUM STANDARDS

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EXECUTIVE SUMMARY

Michigan's Career Development System encompasses the education/career preparation, workforce development, and worker enhancement sub-systems. The mission of the Michigan Department of Career Development (MDCD) and all of its partners is to continuously improve the career development system that produces a workforce with the required skills to enhance the Michigan economy.

The Michigan Works! System is a comprehensive sub-system within the Career Development System composed of a collaboration of service providers who collectively deliver many programs and services that prepare people for careers and jobs. Goals of the Michigan Works! System include:


- Providing employers with a supply of skilled workers that are recruited in a friendly and responsive way; and
- Providing a seamless system of programs and services to allow workers to advance their knowledge and skills through a system that is understandable and convenient to navigate.

The Michigan Works! System is governed locally by a partnership between the Workforce Development Boards (WDBs) and Local Elected Officials (LEOs). This partnership is responsible for the design of a local system that meets customer's needs. There are 25 WDBs in Michigan. Board members are appointed by the LEOs and are certified annually by the Governor.

Through the private-public partnership, the Michigan Works! System oversees approximately 100 Michigan Works! Service Centers. A Service Center is a location where a wide range of employment, training, and career education services are available to Michigan employers and job seekers. Service Centers may be supplemented with satellite offices offering varying combinations of services. Conceptually, the Michigan Works! system is to be a composite of Service Centers and satellite offices, establishing multiple approaches to services that permit expansion of service delivery to every community and all customers.

An array of core services is available at each Service Center to employers and job seekers free of charge. Employers have access to a pool of qualified workers and related services to support their economic and workforce development activities. Such services include:

- Assistance in finding qualified workers;
- Interview facilities at the Service Centers;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to customized training programs; and
- Information on labor markets, workplace accommodations and tax credits for new hires.



Job seekers can access services which prepare them for job search, including actual job search activities. These services include:

- Job, career, and skill self-assessment tools and assessment services;
- Career, job, and labor market information;
- Resume writing software and support materials;
- Directories of human service agencies and employers;
- Information on financial aid, occupational training, and workplace accommodations; and
- Access to the TalentFreeway including the Michigan Talent Bank (MTB).

Based on eligibility, some job seekers may have access to an expanded scope of services and training.

The Michigan Works! System Governance and Minimum Standards are the “base line” for serving customers of the local Michigan Works! System. WDBs and LEOs are encouraged to extend beyond these services and standards to better serve employers and job seekers.

INTRODUCTION

The goal of the Michigan Works! System is that every entry point leads to services relevant to our customers. Collocation of service providers and the integration of services to the fullest extent possible are the priorities of this system. The Michigan Works! System focuses on providing information and resources to enable employers and job seekers to successfully compete in today's economy and achieve economic security. The system utilizes a comprehensive strategy designed to break down barriers to promote the establishment of a service delivery system which is responsive to the needs of our customers. As a system, the services from the state's major workforce development programs are accessible in a manner that is seamless to the customer. A single delivery system at the local level provides customers access to services in an integrated, rather than fragmented, manner.

The Michigan Works! System provides services to all employers and all job seekers. Employers, students, persons with disabilities, veterans, welfare recipients, migrant seasonal farmworkers, unemployed, underemployed and employed individuals will all have equal access to services. A core set of services will be available, free of charge, to all who seek them.

The local Workforce Development Board has discretion, within the requirements of this document, to determine the local service delivery structure. Service delivery locations are Michigan Works! Service Centers and optional satellite offices offering services to customers, which are established with local discretion. A Michigan Works! Service Center is a location where all of the "core" services are accessible and where services from workforce development programs are collocated for easy customer access. Service Centers may be supplemented with satellite offices offering "core" services, "intensive" services, "training" services or any combination of such services. Conceptually, the Michigan Works! System is to be a composite of Service Centers and satellite offices, establishing multiple approaches to service that permit expansion of service delivery to every community and all customers.

The system is governed locally by a partnership between the Workforce Development Board and local elected officials. This partnership is responsible for the design of a local system which meets customers' needs and the Minimum Standards contained in this document. While local partnerships have direct control over the majority of the programs included in the system through the receipt of the funds, local partnerships should also influence the expenditure of other funds which impact the education, training and employment of the workforce.

GUIDING PRINCIPLES

The Michigan Works! System is based on a collaboration of service providers who collectively provide the services identified in this document in an integrated manner to meet individual customers' needs. The system design must be based on these guiding principles:

- Adherence to a regionally developed career development strategic plan that encourages a common direction among diverse employment, education, and training programs;

- Universality of access by employers and job seekers with multiple access points;
- Customer choice with respect to both the method of access and the information and services provided;
- Ease of customer access with center locations being based on population density and other factors that make locations convenient for customer use, with a minimum of one physical center per Michigan Works! region that has programs collocated and which offers all of the core services;
- Service delivery that is driven by individual customer needs rather than program offerings;
- Market driven through private sector leadership and by serving the workforce with services responding to the marketplace;
- Integration of services across agencies and programs, replacing fragmentation and duplication with coordination and consolidation;
- Customer service focus of staff, facilities and services supported by customer satisfaction measures directed to a continuous improvement program;
- Maximum utilization of resources through collocation and shared operating costs; and
- Accountability focused on results and documented by performance measures.

SYSTEM GOVERNANCE

Local Regions

The boundaries of the local workforce investment board (WIB), designated by the Governor in accordance with the Workforce Investment Act (WIA) of 1998, will be used to define the local regions for implementation of the Michigan Works! System.

Local Elected Officials

Local elected officials identified by the Governor are expected to play a major role in that they make appointments to local Workforce Development Boards, based on nominations received from local entities representing the sector for the appointment, and are partners with the Boards in the oversight of the Michigan Works! System. Local elected officials should ensure that all appointees to the Boards reflect the broad scope of the mission of the Boards and that staff support to the Board is appropriate given the extraordinary responsibilities of the Boards. Simply put, the Boards should be made up of people capable of, in their own right, making major differences in their communities and the staffs to the Boards should be able to carry out the policies of the Boards without interference. All Boards will be certified annually by the Governor.

Workforce Development Boards

It is intended that the major function of the Boards be decision making, not advising other local decision makers. Workforce Development Boards are to be “driven” by their private sector members. These members should know the needs of employers in their communities. These private sector representatives of the Boards must ensure that the Boards establish policies that integrate workforce development programs and target them to support economic development programs at the state and local levels. Boards are to ensure that the workforce related needs of employers and employees in their area are met. These needs include new hires, upgrading of existing workers, and accommodations for disabled workers. Specifically, the need for well educated and well trained workers must be met. Boards must consider themselves to be part of the area’s job creation/job retention system with strong ties to local economic developers and to the Michigan Economic Development Corporation’s (MEDC’s) account management teams. WDBs must also work closely with schools and colleges to improve the skills of the workforce in their respective regions.

Each Workforce Development Board is required to operate a Michigan Works! System which meets the Minimum Standards contained in this document. Boards are to ensure that their activities are integrated with the activities of the Boards in surrounding areas.

Boards are to utilize funds made available for the administration of workforce development programs to support activities in each of their respective areas. Adequate funding is to be made available to the Boards.

The State of Michigan has exercised its option under the WIA to “grandfather” in the Workforce Development Boards (WDBs) as alternative entities to local workforce investment boards. Each Board must have a majority of its membership drawn from the private sector.


Education Advisory Groups

Education Advisory Groups (EAGs) serve as strategic planning arms of the WDB on educational issues. EAGs advise the Boards on issues concerning education, including the educational portion of local strategic plans and programs. In addition, the EAG helps guide career development programs such as career and technical education, career preparation, and adult education consistent with the locally-developed strategic plan.

In accordance with MDCD policies and appropriate state statute, the EAG should consist of high-level decision-makers, such as school superintendents and community college presidents, who could make key policy and financial decisions and speak for their respective boards.

Conflict of Interest

There should not be even the slightest appearance of a conflict of interest on the part of Board members. A conflict of interest exists when a Board member is employed by an organization which receives funds under the direct control of the Board. At all times, all individuals on the WDB must comply with the conflict of interest policy. While recognizing that in some instances Board members may be associated with organizations which receive funds under the



partial or complete control of the Boards, these instances should be few in number and be readily understood by the general public as not involving a conflict of interest on the part of the affected Board members. Examples of these “exceptions” are schools which enroll students whose tuition is paid with funds under the control of the Boards or employers who accept funds under the control of the Boards to compensate them for the extraordinary costs of providing on-the-job training to program participants.

Service Delivery

Except as noted, employees of the agencies which provide staff support to Workforce Development Boards may not provide direct services to program applicants and participants. This includes the provision of intake, counseling, eligibility determination, and case management services. Exceptions will be made annually in those instances where, after review by the Governor’s Workforce Commission and approval by the Governor, it is determined that no other agency is capable of providing the services required by a Workforce Development Board at a reasonable cost.

System Parameters

The services from the state’s major workforce development programs comprise the Michigan Works! System. These programs include:

- WIA Title I Adult, Dislocated Worker and Youth;
- Work First;
- Welfare-to-Work;
- Food Stamps Employment and Training;
- Transportation-to-Work;
- Parolee and Inmate Services;
- Employment Service;
- North American Free Trade Agreement Transitional Adjustment Assistance (NAFTA);
- Trade Adjustment Assistance (TAA);
- Vocational Rehabilitation;
- Career Preparation;
- Career and Technical Education (Perkins Secondary and Postsecondary);
- WIA Title II Adult Education and Literacy, State Adult Education, and Partnership for Adult Learning (PAL);
- Unemployment Insurance;
- Veterans Employment Service;
- WIA Title I funded Migrant Seasonal Farm Workers;
- Senior Community Service Employment Program;
- WIA Title I Job Corps;
- WIA Title I Veterans;
- WIA Title I Native Americans;
- WIA Title I Youth Opportunity Grants;
- Community Services Block Grant Employment and Training; and
- Housing and Urban Development Employment and Training.

Local System Configuration

There are two service delivery options available for local system design:

Service Center(s) Model - agencies are actually physically located in the same building, integrated and/or linked electronically.


Service Center(s) and Satellite Office(s) Model - main Service Center location(s) and other point(s) of entry that link with the main center.

Regardless of which service delivery model is selected for implementation in an area, each system will adhere to a common set of minimum standards, as contained in this document.

Functions/Responsibilities of the Board

Boards are to carry out the following functions consistent with the locally-developed strategic plan, as it relates to:

- A. WIA Title I Adult, Dislocated Worker and Youth Funds Allocated or Awarded to Service Delivery Areas Based on the Statute: The Boards are to carry out activities as described in the WIA. These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- B. Funds Distributed at the Discretion of the Governor: These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- C. Work First: These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- D. Career Preparation: EAGs shall review and approve local Career Preparation plans and Boards shall certify whether such plans are consistent with the local strategic plan.
- E. Perkins Secondary and Postsecondary Technical Education: EAGs shall review and approve Perkins Secondary plans and Boards shall certify whether such plans are consistent with the local strategic plan. EAGs shall review and recommend Perkins Postsecondary plans and Boards shall certify whether such plans are consistent with the local strategic plan.
- F. Partnership for Adult Learning Program: These funds are to be expended based upon plans submitted by the Boards and local elected officials who will distribute the funds within the region through competitive grants to adult learning providers in accordance with authorizing state legislation. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.

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- G. Welfare-to-Work: These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- H. Food Stamps Employment and Training: These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- I. Transportation-to-Work: These funds are to be expended based upon plans submitted by the Boards and local elected officials, in coordination with the Local Transit Authority. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- J. Employment Service: These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients.
- K. Parolee and Inmate Services Program: These funds are to be expended based upon plans submitted by the Boards and local elected officials. In accordance with the WIA, the Boards are responsible for selecting the administrative entity and local service providers, while the local elected officials serve as the grant recipients. This program is not operated in all regions.
- L. North American Free Trade Agreement Transitional Adjustment Assistance (NAFTA): These funds are to be expended to provide assistance to customers in the application for NAFTA services and, once an individual is determined eligible for services, enrollment and arrangements for the provision of training.
- M. Trade Adjustment Assistance (TAA): These funds are to be expended to provide assistance to customers in the application for TAA services and, once an individual is determined eligible for services, enrollment and arrangements for the provision of training.
- N. Economic Development Job Training Grants: While not a system program, the Boards and local elected officials are to be full partners along with the local economic development agencies, schools, and companies involved in negotiating Economic Development Training Grants, if the application involves the hiring of new employees. The Boards are to work closely with the MEDC's workforce development specialists during these negotiations. It is expected that the Boards will give priority to using resources under their control to supplement the Grants.
- O. Other Federally Funded System Programs: Boards and local elected officials should use their influence to affect the expenditure of all such resources. While the Boards and local elected officials will have no authority to control how these state or locally administered program funds are expended, it is clear that the Boards should coordinate the activities under their control with these other activities.

MINIMUM STANDARDS

General Design Features

The following standards are the “base line” for serving customers of the local Michigan Works! System. They are intended as customer service standards that shift service delivery from a program-driven system to a system focused on customers. These standards are only minimums and local Workforce Development Boards/Local Elected Officials (WDB/LEOs) are encouraged to extend beyond these services and standards to better serve customers. Each local system must meet the following minimum standards.

Customer Services

Core Services for Employers

Integrated services provided to all employers, at their request, at no cost through a single point of contact, or other method, to support economic/workforce development efforts. These services, at a minimum, include:

- Assistance in finding qualified workers;
- Labor exchange using the Michigan Talent Bank component of the TalentFreeway;
- Interview facilities at Service Centers;
- State and/or federally generated Labor Market Information (LMI);
- State and/or federally generated information on Americans with Disabilities Act (ADA);
- Information regarding consultations on workplace accommodations for persons with disabilities;
- Information on and referral to business start-up, retention and expansion services;
- Information on and referral to sources for developing customized training programs;
- Information on and referral to Career Preparation activities;
- Rapid response to mass layoffs and plant closings;
- Information about training incentives such as on-the-job training programs (based on worker eligibility); and,
- State and/or federally generated information on tax credits for new hires.

Core Services for Individuals

Core services are information and resources available to everyone free of charge. They help people access resources for job-finding efforts, including the use of information and tools, whether on electronic systems, printed or audio-visual in nature, and are preparatory to job search. These services, at a minimum, consist of:

- Outreach, intake (which may include worker profiling), and orientation to the information and other services available through the Michigan Works! System;
- Program information describing eligibility requirements and application procedures;
- Determinations of whether individuals are eligible to receive assistance from WIA Title I Adult or Dislocated Worker funding;
- Assistance in establishing eligibility for Welfare-to-Work activities authorized under Section 403(a)(5) of the Social Security Act (as added by Section 50001 of the Balanced Budget Act of 1997) available in the local area and for programs of financial aid assistance for training and education programs that are not funded under the Workforce Investment Act that are available in the local area;
- Provision of information regarding filing claims for unemployment compensation;
- Provision of information relating to the availability of supportive services, including child care and transportation, available in the local area, and referral to such services, as appropriate;
- Referral for all programs identified in the “system program and partners” section of this document and local option programs. This includes screening to determine likelihood of eligibility for various programs and financial assistance sources. If this service is accessed, a common procedure will be used across programs to capture information needed to prepare a local service plan and information will be shared, as appropriate, with system partners;
- Labor exchange using the Michigan Talent Bank component of the TalentFreeway;
- Job, career and skill self-assessment tools;
- Initial assessment of skill levels, aptitudes, abilities and supportive service needs;
- Employer directories for job search, e.g., America’s Labor Market Information System (ALMIS) resources, Internet-based directories, commercial products;
- Resume writing software and support materials;
- The Michigan Occupational Information System (MOIS), Open Options, and the TalentFreeway;
- Local human services directory;

- Occupational training information;
- Financial aid information;
- Job search skills information;
- Workplace accommodations information;
- Career, job and local, regional and national labor market information, including job vacancy listings in such labor markets; information on job skills necessary to obtain the jobs described in the job vacancy listings; and information relating to local occupations in demand and the earnings and skill requirements for such occupations;
- The Career Education Consumer Report component of the TalentFreeway, which provides performance information and program cost information on eligible providers of training services as described in WIA Title I Section 122, by program;
- Provision of performance information and program cost information on providers of adult education described in WIA Title II, providers of postsecondary career and technical education activities and career and technical education activities available to school dropouts under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq.), and providers of vocational rehabilitation program activities described in Title I of the Rehabilitation Act of 1973 (29 U.S.C. 720 et seq.);
- Provision of information regarding how the local area is performing on the local performance measures and any additional performance information with respect to the Michigan Works! System in the local area; and,
- Follow up services, including counseling regarding the workplace, for customers in WIA Title I activities who are placed in unsubsidized employment, for not less than 12 months after the first day of the employment, as appropriate.

Intensive Services for Job Seekers

There are intensive services available to targeted populations to support workforce development efforts based on program eligibility and other criteria determined locally. This does not constitute an entitlement. Minimally, the following customer groups will be afforded access to intensive services available within funding constraints and based on eligibility:

- Adults and dislocated workers who are unemployed and are unable to obtain employment through core services provided and who have been determined by a Service Center operator to be in need of more intensive services in order to obtain employment;
- Adults and dislocated workers who are employed, but who are determined by a Service Center operator to be in need of such intensive services in order to obtain or retain employment that allows for self-sufficiency as defined by the Governor and the local area;

- Persons who have disabilities;
- Persons who are public assistance recipients;
- Persons who are eligible for adult education;
- Persons who are veterans; and,
- Persons who are migrant seasonal farm workers.


The following intensive services, at a minimum, will be available, as funding permits, to customers who are included in one of the above-mentioned customer groups. Some individuals may not be eligible to receive all intensive services.

- Comprehensive and specialized assessments of the skill levels and service needs, which may include diagnostic testing and use of other assessment tools and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the employment goals;
- Group counseling;
- Individual counseling and career planning;
- Case management for participants seeking training and career education services; and,
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training.

Training and Career Education Services for Job Seekers

Training and career education services are available to targeted populations to support workforce development efforts based on program eligibility and other criteria determined locally. This does not constitute an entitlement. Minimally, the following customer groups will be afforded access to training and career education services available within funding constraints and based on eligibility:

- Adults and dislocated workers who have met the eligibility requirements for intensive services and who are unable to obtain or retain employment through such services;
- Adults and dislocated workers who after an interview, evaluation or assessment and case management have been determined by a Service Center operator or Service Center partner, as appropriate, to be in need of training and career education services and to have the skills and qualifications to successfully participate in the selected program of training and career education services;

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- Adults and dislocated workers who select programs of training and career education services that are directly linked to the employment opportunities in the local area involved or in another area in which the adults or dislocated workers receiving such services are willing to relocate;
 - Adults and dislocated workers who are unable to obtain other grant assistance for such services, including federal Pell Grants or who require assistance beyond the assistance made available under other grant assistance programs, including federal Pell Grants;
 - Adults and dislocated workers who are determined to be eligible in accordance with the state's priority system, if established by the Governor;
 - Persons who have disabilities;
 - Persons who are public assistance recipients;
 - Persons who are eligible for adult education;
 - Persons who are veterans; and,
 - Persons who are migrant seasonal farm workers.

The following training and career education services may be available, as funding permits, to customers who are included in one of the above-mentioned customer groups. Some customers may not be eligible to receive all training and career education services.

- Occupational skills training, including training for nontraditional employment;
- On-the-job training;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Job readiness training;
- Adult education and literacy activities; and,
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

System Programs and Partners

At a minimum, access to the services from the following programs will be included in the local Michigan Works! System, i.e., either at a Service Center location or through referral.

- WIA Title I Adult, Dislocated Worker and Youth;
- Work First;
- Welfare-to-Work;
- Food Stamps Employment and Training;
- Transportation-to-Work (where available);
- Parolee and Inmate Services (where available);
- Employment Service;
- North American Free Trade Agreement Transitional Adjustment Assistance (NAFTA);
- Trade Adjustment Assistance (TAA);
- Vocational Rehabilitation;
- Career Preparation;
- Career and Technical Education;
- WIA Title II Adult Education and Literacy, State Adult Education, and Partnership for Adult Learning (PAL);
- Unemployment Insurance;
- Veterans Employment Service;
- WIA Title I funded Migrant Seasonal Farm Workers;
- Senior Community Service Employment Program;
- WIA Title I Job Corps (where available);
- WIA Title I Veterans;
- WIA Title I Native Americans;
- WIA Title I Youth Opportunity Grants (where available);
- Community Services Block Grant Employment and Training; and,
- Housing and Urban Development Employment and Training (where available).

Local WDB/LEOs are encouraged to incorporate into the system the following services/programs as well as others based on local conditions:

- Community college and secondary career and technical education placement services, job search classes, financial aid, and related services;
- Government procurement services;
- Community mental health programs, particularly those related to job training/placement;
- Substance abuse services;
- Economic development services;
- AmeriCorps program;
- Homeless programs;
- Transportation systems and service providers; and,
- All local employment and training programs and sources of funds.

Customer Satisfaction and Service Accountability


There are information and data collection functions as well as operational procedures for tracking customer services and outcomes that are fundamental to a customer-driven system. These functions and processes are related to maintaining high levels of customer satisfaction and program accountability. At a minimum, the following must be addressed:

- Each local system must utilize the data generated through the state developed system of measuring customer satisfaction for employers and job seekers for the purposes of monitoring customer service levels and implementing service improvements;
- To ensure integrated and effective services, each local system must utilize, to the degree possible, the One-Stop Management Information System (OSMIS), a centralized, integrated management information system with the capability of sharing participant records among service delivery programs and partners;
- Adhere to confidentiality protections for customers, as required by state and federal law and regulations; and other considerations as described in interagency agreements for information sharing.
- Each local system must institute the state developed system of measuring performance, once national system performance standards are issued and state-specific system performance standards are developed.

System Design

- Service Center locations will be based on factors that make locations convenient for customers to access. The primary factor in determining center locations will be population density and it is expected that there will be a Service Center in areas warranted by sufficient population density. Other factors to consider are accessibility for individuals with disabilities, public transit routes, commuting patterns for jobs, conventional wisdom in the region regarding acceptable travel distance for services, proximity of ancillary services, parking, unemployment level, poverty level, among others. After considering the above factors, cost should be considered.
- At a minimum, each Michigan Works! region must have at least one Michigan Works! Service Center, which is a physical location that:
 - 1) Provides at least the “core” services identified in this document; and,
 - 2) Has all of the following programs physically located at the site - - if the program is funded and available in the local area. For the program to be determined physically located at the site, the program must offer, at a minimum, the services noted in the following matrix.

PROGRAM	SERVICES REQUIRED AT SERVICE CENTERS			
	Provide Information on and Referral to Program	Intake/Registration	Eligibility Determination	Enrollment in Program and Referral to Program Activity
PROGRAM SERVICES DELIVERED AT THE SERVICE CENTER (AT A MINIMUM)				
WIA Title I Adult	X	X	X	X
WIA Title I Dislocated Worker	X	X	X	X
Employment Service	X	X	X	X
Veterans Employment Service	X	X	X	X
Vocational Rehabilitation	X	X	X	X
North American Free Trade Agreement Transitional Adjustment Assistance (NAFTA)	X	X	X	X
Trade Adjustment Assistance (TAA)	X	X	X	X
PROGRAM SERVICES AVAILABLE THROUGH REFERRAL (AT A MINIMUM)				
WIA Title I Youth	X			
Work First	X			
Transportation-to-Work	X			
Welfare-to-Work	X			
Food Stamps Employment and Training	X			
Unemployment Insurance	X			
Senior Community Service Employment Program	X			
Career Preparation	X			
Secondary and/or Postsecondary Career and Technical Education	X			
WIA Title II Adult Education and Literacy, State Adult Education, and Partnership for Adult Learning (PAL)	X			
Parolee and Inmate Services	X			
WIA Title I funded Migrant Seasonal Farm Workers	X			
WIA Title I Job Corps	X			
WIA Title I Veterans	X			
WIA Title I Native Americans	X			
WIA Title I Youth Opportunity Grants	X			
Community Services Block Grant Employment and Training	X			
Housing and Urban Development Employment and Training	X			



WDB/LEOs are encouraged to go beyond this minimum standard for collocation. WDB/LEOs are encouraged to consider, dependent on local conditions, defining collocation of programs as having the Service Center as the sole location for the delivery of services from that program and with the Service Center being the publicly recognized location for customers to access services from the program. Administrative functions of the program may be at a different location.

- Service Centers must have facilities that accommodate:
 - both individual and group work with customers,
 - a common reception area,
 - a self-serve resource area (e.g., a “resource room”),
 - space for itinerant staff, and,
 - employer interview functions.

A cafeteria, child care facilities, and other special features are encouraged to support a customer friendly system.

- Services from the Employment Service staff, which are supported by Wagner-Peyser funding, must be exclusively located at a Service Center. Any additional locations require the approval of the Michigan Department of Career Development.
- The customer flow of local systems incorporating satellite offices must be designed so that regardless of where the customer enters the system, the customer will not have to go to more than two locations to access all of the core services.
- The local system must have an integrated system of customer access and awareness that ensures the local Michigan Works! System is easy to locate and access, as well as highly visible, by incorporating a common system telephone number, common publicity, a world wide web site and other means as necessary.
- Priority will be given to assuring that throughout the system persons with disabilities will have programmatic access to all services. The commitment to adequately serving persons with disabilities extends beyond the specialized services of vocational rehabilitation to the system as a whole and assumes the responsibility of continuously enhancing system capacity for achieving that aim.
- A system of management and staff development that supports the integration and collocation principles, as well as informed, professional and customer friendly service must be in place.

System Marketing and Customer Relations

Effective marketing and customer relations throughout the Michigan Works! System will establish and sustain a broad awareness in the marketplace. These efforts are to be a priority for continued success and visibility.

- Incorporation of the Michigan Works! Service Center name and logo as a common statewide identifier for all locations that meet the criteria of a Service Center as described in this document. The Michigan Works! Service Center signage will be sufficiently prominent to assure customer recognition of the location. The sign will be larger in size than the signage of any other programs. The display of signage is to be at the point in time that the location meets the criteria to be designated as a center.
- Although logo dominance is important on the sign, it is equally important not to add other logos or information that detract from the Michigan Works! identity. Additions to the sign should be limited and appealing.
- The Michigan Works! Logo is black and red. “Michigan” is black and set above the larger word “Works!” The word “Works!” should be displayed in red (Pantone 200). There is a Michigan Works! Logo manual designed to maintain the integrity of the logo, which specifies any variations allowed.
- The name and logo are to be included on various forms, communications and publicity materials.
- Certified Michigan Works! Service Centers should only use the Michigan Works! signage. Although, each Michigan Works! Service Center may have services specific to the local area, each Service Center has core services available to each customer. The Michigan Works! brand ultimately sets up an expectation of the services provided inside the center for the customer. Satellite or affiliated offices should be given the right to use the Michigan Works! logo judiciously with thought given to the expectation of the customer.
- Local systems must use the common, statewide toll-free telephone number, 1-800-285-WORKS, in all marketing and public relations materials.
- All telephone greetings must incorporate the Michigan Works! System identity.
- Each office location must have staff to direct customers appropriately, upon customer entry, through the use of a receptionist.
- Each Michigan Works! Agency will send all publicity materials as a matter of record and best practice to a single depository as designated by MDCCD. This will allow for coordination of new materials and will also minimize duplication of effort and resources in the 25 regions as well as at the state level.

- Each Michigan Works! Agency will create a basic schedule of publications, television/ radio/billboard advertisements, job fairs, etc. indicating any marketing and public relations activities. This plan will be shared with the MDCD Marketing and Public Relations office for inclusion in the statewide marketing grid disseminated to the 25 regions.

Resource Rooms

Service Centers must have a self-serve resource area or “resource room” which at a minimum offers the following services to our customers:

- Labor Exchange Tools
- Computer Applications Software
- Resume Writing Software
- Career Exploration Software
- Job, Career, and Skill Self-Assessment Tools
- Career, Job, and Labor Market Information
- Career Planning Information
- Job Search Information
- Interviewing Information
- Information on Resumes, Cover Letters, etc.
- Information on Job Retention
- Directories
- Periodicals

Specific requirements include:


- Career exploration computer applications to benefit job seekers; including MOIS, Open Options, and TalentFreeway.
- Labor exchange using the Michigan Talent Bank component of the TalentFreeway, as required for core services.

Specific materials are not required for the other types of services listed above, however suggestions on materials to fulfill the requirements are provided in “Attachment A”.

Information Technology Systems

Common information systems, open access to information systems, and connectivity among systems, are required to support the Michigan Works! System for an effective and efficient workforce development system. They support integrated service delivery by making data exchange, or access to information, on customers possible. Common, open and linked systems also conserve resources and in some cases provide a common statewide identity for the Michigan Works! System. For these reasons, each local system must:

- Conduct state-wide labor exchange via the Michigan Talent Bank component of the TalentFreeway; and

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- Utilize, to the degree possible, OSMIS, a centralized, integrated management information system with the capability of sharing participant records among service delivery programs and partners.

WDB/LEOs may determine locally to:

- Use technology and automated systems to support information sharing in an integrated delivery system.
- Institute electronic transfer of program-specific data into individual program reporting systems.

Resource Integration

Operations of a Michigan Works! System requires the allocation of resources for system operation. Minimally, the WDB will ensure that the local delivery system addresses:

- Contributions by required programs (and other locally-determined partners) of appropriate staff positions to an integrated service delivery system, often requiring changes in the way work is performed.
- Contribution by required programs (and other locally-determined partners) of buildings, equipment, and other assets to the larger picture of integrated programming.
- Redirection of program operations to support an integrated service delivery system, often requiring changes in mixes and levels of service within programs.

ATTACHMENT A

Examples of Resources that Fulfill the Minimum Requirements for Resource Rooms

Resource Room Service	Specific Examples Offered
Labor Exchange Tools	<ul style="list-style-type: none"> ▪ Michigan Talent Bank Restricted Use Telephones for Local Employer Calls with TTY ▪ Access to Facsimile Machine ▪ Access to Photocopy Machine ▪ Access to Printers ▪ Internet Access to Other Job Hunting Sites with Specific Sites Book Marked for Customers
Computer Applications Software	<ul style="list-style-type: none"> ▪ Word Processing Software <ul style="list-style-type: none"> - Microsoft Word - Corel WordPerfect ▪ Accessible Software for Persons with Disabilities
Resume Writing Software	<ul style="list-style-type: none"> ▪ CHOICES ▪ Easy Resume ▪ Job Works ▪ Military Resume Writer ▪ Resume Maker ▪ Sample Job Applications ▪ Winway Resume
Career Exploration Software	<ul style="list-style-type: none"> ▪ Michigan Occupational Reports for Exploration ▪ Occupational Information Network (O*NET) ▪ Occupational Outlook Handbook ▪ Open Options ▪ Michigan Career Automated
Job, Career, and Skill Self-Assessment Tools	<ul style="list-style-type: none"> ▪ APTICOM ▪ Career Ability Placement Survey (CAPS) ▪ Career Exploration Inventory ▪ Career Occupational Preference Survey (COPS) ▪ Career Pathways ▪ Discover ▪ Holland's Self-Directed Search (SDS) ▪ IDEAS Interest Test ▪ Job Search Attitude Inventory (JSAI) ▪ Leisure Work Search Inventory ▪ Mavis Typing Test and Typing Tutor ▪ Skill Stalker ▪ Substance Abuse Self-Assessment Instrument (SASSI) ▪ Skills Identification
Career, Job, and Labor Market Information	<ul style="list-style-type: none"> ▪ A Tough New Labor Market ▪ America's 50 Fastest Growing Jobs ▪ Apprenticeship Information ▪ Are You Better Off Working? ▪ Atlas of the American Economy ▪ Employment Service Agency LMI Web Site (www.michlmi.org) ▪ Ferguson's Guide to Apprenticeship ▪ Michigan Outlook 2012 ▪ Occupational Outlook Handbook ▪ Peterson's Job Opportunities ▪ The Adams Jobs Almanac ▪ The Career Box ▪ U.S. Industry and Trade Outlook ▪ Work in the New Economy

Resource Room Service	Specific Examples Offered
Career Planning Information	<ul style="list-style-type: none"> ▪ Change Your Job, Change Your Life ▪ Discover the Best Jobs for You ▪ Guerilla Tactics in the New Job Market ▪ How to Look for Work ▪ Job Hunting Handbook ▪ Job Search Briefs (50 Briefs by Job Shop, Inc.) ▪ Wishcraft ▪ What Color is Your Parachute?
Job Search Information	<ul style="list-style-type: none"> ▪ 50 Ways to Get Hired ▪ Finding a Job on the Internet ▪ Find the Job You've Always Wanted in Half the Time with Half the Effort ▪ Getting the Job you Really Want ▪ How to Locate Jobs and Land Interviews ▪ Knock 'Em Dead ▪ The 110 Biggest Mistakes Job Hunters Make (And How to Avoid Them) ▪ The New Quick Job-Hunting Map ▪ The Job Doctor: Good Advice on Getting a Job ▪ The Very Quick Job Search Book ▪ Job Search Methods That Get Results ▪ Job Search Skills for Tough Times ▪ Paper Job Search Tools
Interviewing Information	<ul style="list-style-type: none"> ▪ 101 Great Answers to the Toughest Interview Questions ▪ Dynamite Answers to Interview Questions ▪ How to Have a Winning Job Interview ▪ Interviewing for Success: A Practical Guide to Increasing Job Interviews, Offers, and Salaries ▪ Knock 'Em Dead (With Great Answers to Tough Interview Questions) ▪ Sweaty Palms: The Neglected Art of Being Interviewed ▪ The Quick Interview and Salary Negotiation Book ▪ Doing Mock Interviews ▪ How Do I Get Started Interviewing? ▪ Interviewing: Answering Problem Questions ▪ Interviewing: Mastering the Job Interview ▪ Succeeding in Your Interview ▪ The Seven Phases of a Job Interview ▪ Tips for Successful Interviewing
Information on Resumes, Cover Letters, etc.	<ul style="list-style-type: none"> ▪ Cover Letters They Don't Forget ▪ Damn Good Resume Guide ▪ Does Your Resume Wear Blue Jeans ▪ Dynamic Cover Letters ▪ Dynamite Resumes: 101 Great Examples and Tips for Success ▪ Gallery of Best Resumes ▪ How to Write a Winning Resume ▪ The Perfect Resume ▪ The Quick Resume and Cover Letter Book ▪ Writing Resumes
Information on Job Retention	<ul style="list-style-type: none"> ▪ Job Survival Skills ▪ Keeping Your Job ▪ Negotiate for Whatever You Want ▪ Positive Work Habits

Resource Room Service	Specific Examples Offered
Directories	<ul style="list-style-type: none"> ▪ Touch-Screen Kiosk and General Information and Services Offered in the Service Center ▪ Chamber of Commerce Directories ▪ Local Human Services Directory ▪ Michigan Business Directory ▪ Michigan Manufacturers Directory ▪ Telephone Directories
Periodicals	<ul style="list-style-type: none"> ▪ Local Newspapers ▪ Business Periodicals ▪ Crain's Detroit Business ▪ The Wall Street Journal
General Information	<ul style="list-style-type: none"> ▪ Adult Education Information ▪ Child Day Care Information ▪ Financial Aid Information ▪ High School Equivalency (G.E.D. Testing) Information ▪ Job Training Information ▪ Local Transportation Information ▪ Medicaid Information ▪ Workplace Accommodation Information ▪ Americans With Disabilities Act (ADA) and Job Site Accommodations Information ▪ Information on ADA Consultation ▪ Information on Ergonomic Assessments ▪ Information on Worksite/Job Accommodations ▪ Information on Retention Services for the Troubled Employee ▪ Information on Disability Sensitivity Awareness Training ▪ Information on Return to Work Services ▪ Unemployment Insurance Handbook
Assistive Technology/ and Alternative Formats	<ul style="list-style-type: none"> ▪ Braille Printers With Appropriate Braille Translation Software ▪ Closed Captioned Videotapes ▪ TTY/TDD – Telecommunications Device for the Deaf ▪ textHELP Read and Write ▪ Zoom Text – Screen Magnifier ▪ WiVik – Onscreen Keyboard Used In Conjunction With The Trackball ▪ Large Computer Monitor (19 In.)Trackball, And A Switch (Large button that works like the left click button on a mouse.) ▪ Height Adjustable Work Stations which can be raised or lowered to accommodate wheelchairs.